

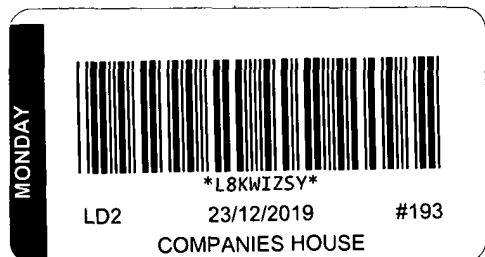
# **Grantaire Productions Limited**

Report and Financial Statements

Period 1 April 2018 to 31 March 2019

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Company Number 11172299



# **Grantaire Productions Limited**

## **Report and financial statements for the period 1 April 2018 to 31 March 2019**

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### **Contents**

#### **Page:**

1	Strategic report
2	Directors' report
4	Independent auditor's report
7	Income statement and statement of comprehensive income
8	Balance sheet
9	Statement of changes in equity
10	Cash flow statements
11	Notes forming part of the financial statements

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### **Directors**

R T Knibb  
N D Allott OBE

### **Secretary and registered office**

R T Knibb, 1-2 Bedford Square, London, WC1B 3RB

### **Company number**

11172299 (England and Wales)

### **Auditors**

BDO LLP, 55 Baker Street, London, W1U 7EU

# Grantaire Productions Limited

## Strategic report for the period 1 April 2018 to 31 March 2019

The company was incorporated and began to trade on 26 January 2018. The directors present their strategic report for the period 1 April 2018 to 31 March 2019.

### Principal activities, business review and future developments

The principal activity of the company is that of the production and management of the dramatic-musical work 'Les Misérables' on tour throughout the United Kingdom, the Republic of Ireland and Zurich, Switzerland. There have been no changes in the company's activities in the year under review.

### Principal risks and uncertainties

The principal activity of the company, is that of the production of theatrical shows, is speculative by its nature and carries a degree of risk. Whilst there are many examples of theatrical shows that have not succeeded, there are many examples of theatrical shows which have run for many years and been financially successful.

### Key performance indicators

The board drives business performance through setting clearly defined budgets from which it derives key performance indicators, taking appropriate action where required to enhance the financial results of the business. The company considers its key performance indicators to be:

- Show attendance and advance bookings figures and how they compare to budget.
- Operating margins and how they compare to budget.
- Overhead expenditure and how it compares to budget.

### Financial risks

The main financial risks arising from the company's activities are credit risk, interest rate risk and liquidity risk. The directors monitor these risks on an ongoing basis and do not consider them to be significant.

The company's risk mitigation policy, in respect of credit risk, is to only deal with established reputable companies. The board does not consider this to be a significant risk.

The company does not consider interest rate risk to be significant. The company hold its cash reserves in a mixture of short term deposits and current accounts which earn interest at a floating rate.

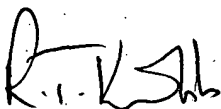
The working capital requirements of the company are funded principally out of shareholder loans and cash reserves.

### Results and dividends

The income statement and statement of comprehensive income shows the turnover and result for the period. The directors do not recommend the payment of a dividend.

### Approval

This strategic report was approved on behalf of the board.



R T Knibb  
Director

Date: 19/12/19

# **Grantaire Productions Limited**

## **Directors' report for the period 1 April 2018 to 31 March 2019**

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The directors present their report with the financial statements of the company for the period 1 April 2018 to 31 March 2019.

### **Strategic report**

A review of the business for the period 1 April 2018 to 31 March 2019 is included in the strategic report on page 1.

### **Dividends**

No dividends will be distributed for the period 1 April 2018 to 31 March 2019.

### **Directors**

The directors who have held office during the period to the date of this report are as follows:

R T Knibb - appointed 26 January 2018  
N D Allott OBE - appointed 26 January 2018

All the directors who are eligible offer themselves for election at the forthcoming first Annual General Meeting.

### **Statement of Directors' Responsibilities**

The directors are responsible for preparing the Strategic Report, the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently;
- Make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# Grantaire Productions Limited

Directors' report  
for the period 1 April 2018 to 31 March 2019 (*continued*)

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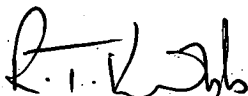
## Statement as to disclosure of information to auditor

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditor is unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditor is aware of that information.

## Auditor

BDO LLP were appointed as auditor to the company and in accordance with section 485 of the Companies Act 2006, a resolution proposing that they be re-appointed will be put at a General Meeting.

On behalf of the Board:



R T Knibb  
Director

Date: 19/12/19

# Grantaire Productions Limited

## Independent auditor's report

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### TO THE MEMBERS OF GRANTAIRE PRODUCTIONS LIMITED

#### Opinion

We have audited the financial statements of Grantaire Productions Limited ("the Company") for the period ended 31 March 2019 which comprise the income statement and statement of comprehensive income, the balance sheet, the statement of changes in equity, the cashflow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 March 2019 and of its profit for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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#### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### Other information

The Directors are responsible for the other information. The other information comprises the information included in the Strategic Report and Director's Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

# **Grantaire Productions Limited**

## **Independent auditor's report (*continued*)**

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### **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Directors' Report have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion;

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### **Statement of Directors' Responsibilities**

As explained more fully in the Statement of Director's Responsibilities, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

# Grantaire Productions Limited

## Independent auditor's report *(continued)*

### Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*BDO LLP*

Andrew Viner (senior statutory auditor)  
For and on behalf of BDO LLP, statutory auditor  
London  
United Kingdom

Date *19 DECEMBER 2019*

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).



# Grantaire Productions Limited

## Income statement and statement of comprehensive income for the 1 April 2018 to 31 March 2019

	Note	2019 £
Turnover		15,349,126
Cost of sales		(15,328,626)
<b>Gross Profit</b>		<b>20,500</b>
Administrative expenses		(20,500)
Interest receivable		-
<b>Operating profit or loss before taxation</b>	<b>4</b>	<b>-</b>
Taxation	5	579,621
<b>Profit on ordinary activities after taxation and total comprehensive income</b>		<b>579,621</b>

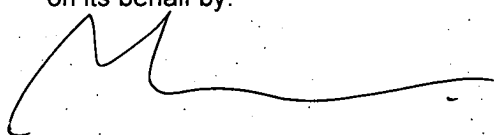
The notes on pages 11 to 16 form part of these financial statements.

# Grantaire Productions Limited

## Balance sheet at 31 March 2019

	Note	2019 £
<b>Current assets</b>		
Debtors	6	2,954,448
Cash at bank and in hand		4,602,598
		<u>7,557,046</u>
<b>Creditors: amounts falling due within one year</b>	7	(6,977,424)
		<u>579,622</u>
<b>Net current assets</b>		
		<u>579,622</u>
<b>Total assets less current liabilities</b>		<u>579,622</u>
<b>Capital and reserves</b>		
Called up share capital	8	1
Retained earnings		579,621
		<u>579,622</u>
<b>Shareholders' funds</b>		<u>579,622</u>

The financial statements were approved by the Board of Directors on 19/12/19 and were signed on its behalf by:



N D Allott OBE  
Director

The notes on pages 11 to 16 form part of these financial statements.

# Grantaire Productions Limited

## Statement of changes in equity for the period 1 April 2018 to 31 March 2019

	Called up Share Capital £	Retained Earnings £	Total equity £
<b>Changes in equity</b>			
Issue of share capital	1	-	1
Total comprehensive income	-	579,621	579,621
	<hr/>	<hr/>	<hr/>
<b>Balance at 31 March 2019</b>	<b>1</b>	<b>579,621</b>	<b>579,622</b>
	<hr/>	<hr/>	<hr/>

The notes on pages 11 to 16 form part of these financial statements.

# Grantaire Productions Limited

## Cash flow statement for the period 1 April 2018 to 31 March 2019

	2019	
	£	£
<b>Cash flow from operating activities</b>		
Profit for the financial period	579,621	
Adjustments for:		
Taxation credited	(579,621)	
Movements in working capital:		
(Increase) in debtors	(2,374,827)	
Increase in creditors	6,977,424	
<b>Net cash generated from operating activities</b>		4,602,597
<b>Net cash generated from investing activities</b>		-
<b>Financing activities</b>		
Proceeds from share issue	1	
Receipt of shareholder loan	3,202,729	
Repayment of shareholder loan	(3,202,729)	
<b>Net cash generated from financing activities</b>		1
<b>Net increase in cash and cash equivalents</b>		4,602,598
Cash and cash equivalents at beginning of period		-
<b>Cash and cash equivalent at end of period</b>		<b>4,602,598</b>
<b>Cash and cash equivalents comprise:</b>		
Cash at bank and in hand		<b>4,602,598</b>

The notes on pages 11 to 16 form part of these financial statements.

# Grantaire Productions Limited

## Notes to the financial statements for the period ended 1 April 2018 to 31 March 2019

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### 1. Statutory Information

Grantaire Productions Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

### 2. Accounting policies

#### *Basis of preparing the financial statements*

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

#### *Turnover*

Turnover is recognised at the fair value of theatre tickets and merchandising sales provided in the normal course of business together with a commissioning fee for producing the show, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

Revenue from theatrical productions is recognised by reference to the date the performance took place.

#### *Cash at bank and in hand*

Cash at bank and in hand are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### *Financial instruments*

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

#### *Basic financial assets*

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

#### *Impairment of financial assets*

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

# Grantaire Productions Limited

## Notes to the financial statements for the period 1 April 2018 to 31 March 2019 (continued)

### 2. Accounting policies - continued

#### *Impairment of financial assets (continued)*

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

#### *Classification of financial liabilities*

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

#### *Basic financial liabilities*

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

#### *Derecognition of financial liabilities*

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

#### *Equity instruments*

Equity instruments issued by the company are recorded at the proceeds received, net of direct issue costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the company.

#### *Taxation*

The tax expense represents the sum of the tax currently payable and deferred tax.

#### *Current tax*

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

#### *Deferred tax*

Deferred tax liabilities are generally recognised for all timing differences and deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

# Grantaire Productions Limited

## Notes to the financial statements for the period ended 1 April 2018 to 31 March 2019 (*continued*)

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### 2. Accounting policies – continued

#### *Provisions*

Provisions are recognised when the company has a legal or constructive present obligation as a result of a past event, it is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

#### *Retirement benefits*

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### *Foreign exchange*

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the profit and loss account for the period.

#### *Holiday pay accrual*

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

#### *Judgements and key sources of estimation uncertainty*

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

# Grantaire Productions Limited

## Notes to the financial statements for the period 1 April 2018 to 31 March 2019 (continued)

### 3. Employees and directors

	2019 £
Wages and salaries	2,794,851
Social security costs	51,765
Other pension costs	31,778
	<hr/> 2,878,394 <hr/>

The average monthly number of employees during the period was as follows:

	2019 Number
Cast, stage managers, crew and musicians	40
	<hr/>

	2019 £
Directors' remuneration	-
	<hr/>

Key management personnel include all directors of the company who together have authority and responsibility for planning, directing and controlling the activities of the company.

### 4. Operating profit

	2019 £
The operating profit is stated after charging:	
Auditors' remuneration for audit services	9,500
	<hr/>

### 5. Taxation

	2019 £
<b>Analysis of the tax credit</b>	
The tax credit on the profit for the period was as follows:	
Current tax:	
UK corporation tax	(579,621)
	<hr/>
Tax for the period is explained below:	
Result on ordinary activities before tax	-
	<hr/>
Result on ordinary activities at standard rate of corporation tax of 19%	-
Effects of:	
Theatre tax relief credit	(579,621)
	<hr/>
Current tax for the period	(579,621)
	<hr/>



# Grantaire Productions Limited

## Notes to the financial statements for the period 1 April 2018 to 31 March 2019 (continued)

### 5. Taxation (continued)

The current tax figure represents Theatre Tax Relief credits, introduced in the Finance Act 2014, payable to the company, that have arisen from expenditure on theatrical productions at 25% of 80% of EEA qualifying core expenditure.

### 6. Debtors: amounts falling due within one year

	2019 £
Trade debtors	1,824,416
Corporation tax recoverable	579,621
Other debtors	423
Prepayments	549,988
	<hr/>
	2,954,448
	<hr/>

### 7. Creditors: amounts falling due within one year

	2019 £
Trade creditors	149,311
Amounts due to group undertakings	5,318,398
Social security and other taxes	27,323
VAT Creditor	627,099
Other Creditors	2,135
Accrued expenses	853,158
	<hr/>
	6,977,424
	<hr/>

### 8. Called up share capital

Allotted, issued and fully paid during the period:

Number:	Class:	Nominal Value	£
1	Ordinary share	£1	1
			<hr/>
			1
			<hr/>

# Grantaire Productions Limited

## Notes to the financial statements for the period 1 April 2018 to 31 March 2019 (continued)

### 9. Related parties disclosures

The company has taken the exemption under Section 33 Related Party Disclosures paragraph 33.1A from disclosing transactions with other members of a wholly owned group.

### 10. Financial instruments

The Company's financial instruments may be analysed as follows:

	2019 £
<b>Financial assets</b>	
Financial assets that are debt instruments measured at amortised cost	6,427,437
<b>Financial liabilities</b>	
Financial liabilities measured at amortised cost	6,321,773

Financial assets measured at cost comprise trade debtors, and other debtors.

Financial liabilities measured at amortised cost comprise trade creditors, other creditors, loans due to shareholders and accruals.

### 11. Ultimate parent company

The immediate parent company is Cameron Mackintosh Limited, a company registered in England and Wales, by virtue of its ownership of 100% of the issued share capital of the company.

The ultimate controlling party is Sir Cameron Mackintosh.